Revised copy.
05.07.2023

GREEN HUMAN RESOURCE MANAGEMENT – AN EMERGING PERSPECTIVE AMONG TELECOM COMPANIES IN INDIA

SYNOPSIS

Submitted in partial fulfilment of the requirements for the award of the degree of

Doctor of Philosophy

in

Management

Submitted by

Vipin Kumar Maurya

Enrolment No.: H14034

Under the supervision of

Dr. Sanjay Thakur

Professor, Department of Commerce & Management Studies

DEPARTMENT OF COMMERCE & MANAGEMENT STUDIES

SCHOOL OF MANAGEMENT STUDIES & LIBERAL ARTS

CAREER POINT UNIVERSITY HAMIRPUR

TIKKER (KHARWARIAN), BHORANJ

HAMIRPUR (HP)-176041, INDIA

2022-2023

1. Introduction

Green human resource management (GHRM) is defined as the Human Resource Management aspects of environmental management. (Renwick et al., 2013). It refers to all the activities involved in development, implementation and ongoing maintenance of an organisation's system that aims at increasing employee's commitment on the issues of environmental sustainability. It is the domain of human resource management that is concerned with transforming normal employees into green employees so as to achieve environmental goals of the organisation and finally to make a significant contribution towards environmental sustainability (Opatha and Arulrajah, 2014). Green HRM equips organisations with environmentally conscious, committed and competent employees which can help the organisation to minimize its carbon footprints through the efficient and effective use of existing resources, including telecommunication tools, less printing of papers, job sharing, and video conferencing. (Nejati et al., 2017). It involves a set of policies and practices for protecting the environment such as green recruitment and selection, green training, green performance management, green pay &rewards and green involvement (Tang et al., 2018).

Growing concerns of organization sustainability and corporate social responsibility has led to the increasing significance of cleaner production in business. However, the values, beliefs, attitude and behaviour of human resources towards achievement of the sustainable development goals of their organisation remain a serious question. In fact, concepts like "Going Green" and "Sustainability" are recurrently being used in the contemporary corporate world, demanding every company to follow the best 'eco-friendly' and 'resource-efficient' benchmark practices. Green jobs consist of either producing goods and services that benefit the environment and preservation of natural resources or those jobs where the organisational workforce is involved in making their firm's services and production process more reliable, sustainable and eco-friendly, thereby reducing its negative impact on the planet (US Bureau of Labour Statistics, 2013).

Previous studies have explored the effects of GHRM on employee behaviour (Pham et al., 2019), environmental performance (Kim et al., 2019) and financial performance (O' Donohue & Trongsa, 2016) of organizations. Improved organizational productive performance (De Prins et al., 2014), profitability, long-term growth and development are guaranteed to all organizations that follow best resource utilization practices (Jackson et al.,

2011). Human resources form the knowledge base (Iqbal, 2018) of a firm thereby motivating the companies to invest further into its future prospects. Improved organisational productive performance (De Prins *et al.*, 2014), profitability, long-term growth and development are guaranteed to all organisations that follow best resource utilisation practices (Jackson et al., 2011). Moreover, the concepts like strategic human resource management, e-human resource management and increased concern for environmental protection have triggered the evolution of 'Green human resource management' (GHRM) as a separate field (Renwick et al., 2013), both in theoretical and practical perspectives (Opatha & Arulrajah, 2014; Shah, 2019). GHRM helps an organisation preserve its knowledge base through best eco-friendly practices leaving no carbon-tracks of environmental imbalance (Mehta & Chugan, 2015), thereby providing complementary business solutions to meet long-term sustainability targets (Jabbour & Santos, 2008b). Greening the human resources involves a set of policies and practices of protecting the organisational workforce for preserving the vast knowledge capital through best eco-friendly and cost-efficient ways (Masri & Jaaron, 2017; Tang et al., 2018). Greening applies to all functional activities of human resource management throughout their career using sustainable practices (Mustapha et al., 2017) and policies to deploy the scarcely available resources most efficiently, promoting the source of employee morale and satisfaction.

Practices like job sharing, telecommunicating, teleconferencing, videoconferencing, online training, energy efficient use of office space, transportation pooling, flexible work schedule, employee assistance program, wellness programme, employee's participation in environmental protection programmes that encourage '*reduce, reuse, recycle'* motto have been proven to reduce the negative environmental impact resulting from business operations across sectors (Gast et al., 2017). Most of the Indian companies at present, increasingly go for ISO 14001 certification to undertake sustainability initiatives that minimise the detrimental hazards to human beings, animals and other living and non-living creatures to protect the human environment, acting within the framework of the provisions contained in the Environmental Protection Act of 1986. Green human resource management practices create green identity and enhance pro-environmental behaviour of employees, which in the long run will lead to social equity, health, wellness and well-being of employees and their organisation as well. Green human resource management practices like green hiring, green training, green appraisal, green rewards, and green employee involvement in an organisation contribute

significantly towards enhancement of an organisation's social sustainability dimensions of better health, wellness, equity and well-being of employees through the mediational effect of employee green behaviour at workplace. Green Human Resource Management therefore, is a set of guidelines and initiatives inspiring environmentally focused behaviours among employees.

1.1 Practices Towards Green Human Resource Management

A.) Green Recruitment & Selection

Green recruitment ensures that new recruits understand the organization's green culture and shares its environmental values (Jackson and Seo, 2010) through drawing out candidate's environmental knowledge, values and beliefs (Renwick et al., 2013). The recruitment messages should include environmental criteria (Arulrajah et al., 2015). This design of the interviewing process was supported by Abdull Razab et al. (2015) who stated that when interviewing potential candidates environmental related questions should constitute a major part of the selection and evaluation process.

B.) Green Training & Development

Most significant impact towards environmental awareness among employees was through environmental training (Opatha & Arularajan 2014). This type of training is responsible for creating the culture to foster the green practice in organizations. Zoogah (2011) demonstrated that organizations should provide opportunities to engage employees in environmental problem solving projects. To achieve this goal, job rotation principles should be used in green assignments as an essential part of training and career development plans of talented green managers of the future (Prasad, 2013).

C.) Green Performance Management and Appraisal

Organizations should provide an online information system and audits that allow employees to track their own environmental practices as well as provide an opportunity for employees to participate and suggest practical ways of making the organizations greener. To achieve this, Ahmad (2015) suggested that human resources departments should redesign the performance appraisal rating system to rate employees on their behavioural and technical competencies related to environmental sustainability.

D.) Green Reward and Compensation

Achieving goals of greening the organization can be enhanced by rewarding employees for their commitment to environmental practices (Jabbour and Jabbour, 2016). Rewards should be connected with results of greening projects within organizations. The core success of recognition rewards is making them available at different levels within the organization (Arulrajah et al., 2015). Rewards can be on the form of monetary-based EM rewards (e.g. bonuses, cash, premiums), non-monetary based EM rewards (e.g., sabbaticals, leaves, gifts), recognition-based EM rewards (e.g. awards, dinners, publicity, external roles, daily praise), and positive rewards in EM (e.g. feedback) (Renwick et al, 2013).

E.) Green Employee Empowerment and Participation

Employees should get involved in formulating an environmental strategy which will enable them to create and expand the requested knowledge to market green products and services (Margaretha and Saragih, 2013). This participation enhances tactical knowledge.

1.2 Need & Benefits of Green Human Resource Management in Present Scenario

The increasing degradation of the environment in the present scenario has prompted the governments and organizations to introduce effective countermeasures. As already said above, the most dominant environmental issues since last three decades have been climate change, loss of biodiversity, loss of ecosystem services, land degradation and air and water pollution. Organizations are introducing green human resource management and adopting green policies to implement environment friendly workplace practices. The Green HRM may also help the employers and employees build brand image and reputation & their skills.

The experts have identified below mentioned benefits of Green Human Resource Management:

- It helps organizations to bring down their expenses.
- Organizations which have a scope of huge growth by being green and creating a new friendly environment which helps in high operational savings by decreasing their cost of production.
- It helps in achieving job satisfaction and commitment which leads to higher productivity and sustainability.

- GHRM produces a culture of having affected the health and wellbeing of fellow workers.
- It helps in recruiting better employees thereby promoting the environmental sustainability.
- GHRM helps in the overall performance of the organization and reduction of environmental damage.

1.3 Conceptual Background

GHRM research remain largely devoid of models and theories. Yong et al. (2019) proposes that theories such as social exchange theory (SET) and the Ability-Motivation-Opportunity (AMO) framework would provide a better understanding of how GHRM is linked to various attitudinal and behavioural consequences. Many of the organizations in 21st century can generate significant environmental and social impacts. Some, due to their large size, expressive circulation of people and vehicles, employees, consumption of materials and emphasized development of complex activities, can be considered "small cities" (Alshuwaikhat and Abubakar, 2008). There are four steps involved in implementing green HRM practices: have an environmental vision as a guide, provide training to employees to share their environmental goals and visions, assess environmental performance of employees and recognise and reward employees' environmental activities (Clairet al., 1996). In the same vein, Daily and Huang (2001) posit four processes of implementing green HRM including managers' support, training, empowerment and rewards. The processes of implementing green HRM are in line with the core characteristics of job defined by job characteristics model. Particularly, green HRM promotes skill variety, task identity and task significance by providing shared environmental vision and goals and offering trainings to enhance employees' environmental awareness. In addition, by empowering employees and encouraging them to share their environmental goals, they feel that they have autonomy in carrying out environmental activities. Besides, through evaluating, recognising and rewarding their environmental performance, they can realise the actual impact of their activities. Environmental performance can be evaluated by a set of indicators such as low environmental releases, pollution prevention, waste minimization, and recycling activity (Lober 1996), and it may be increased by the implementation of environmental management system (EMS), such

as ISO 14001 certification, a tool requiring high interactions between human resource management (HRM) and environmental management (EM) (del Brı´o et al. 2007).

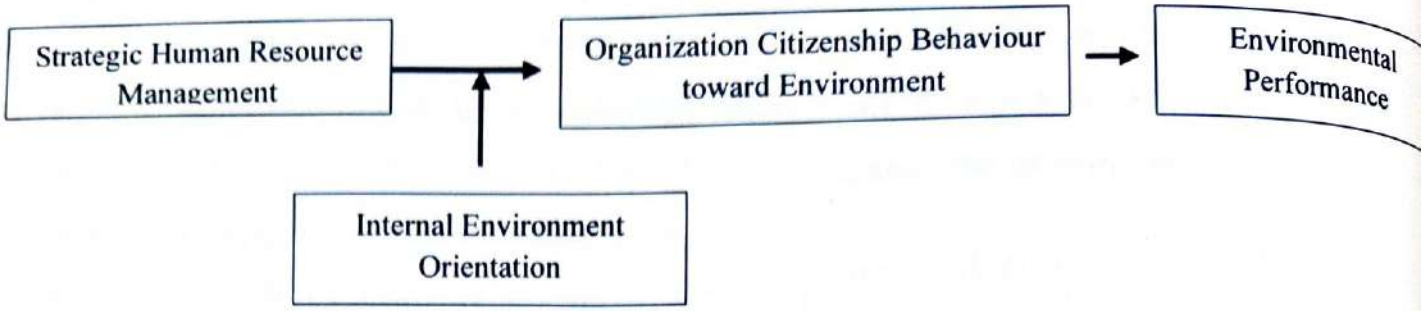
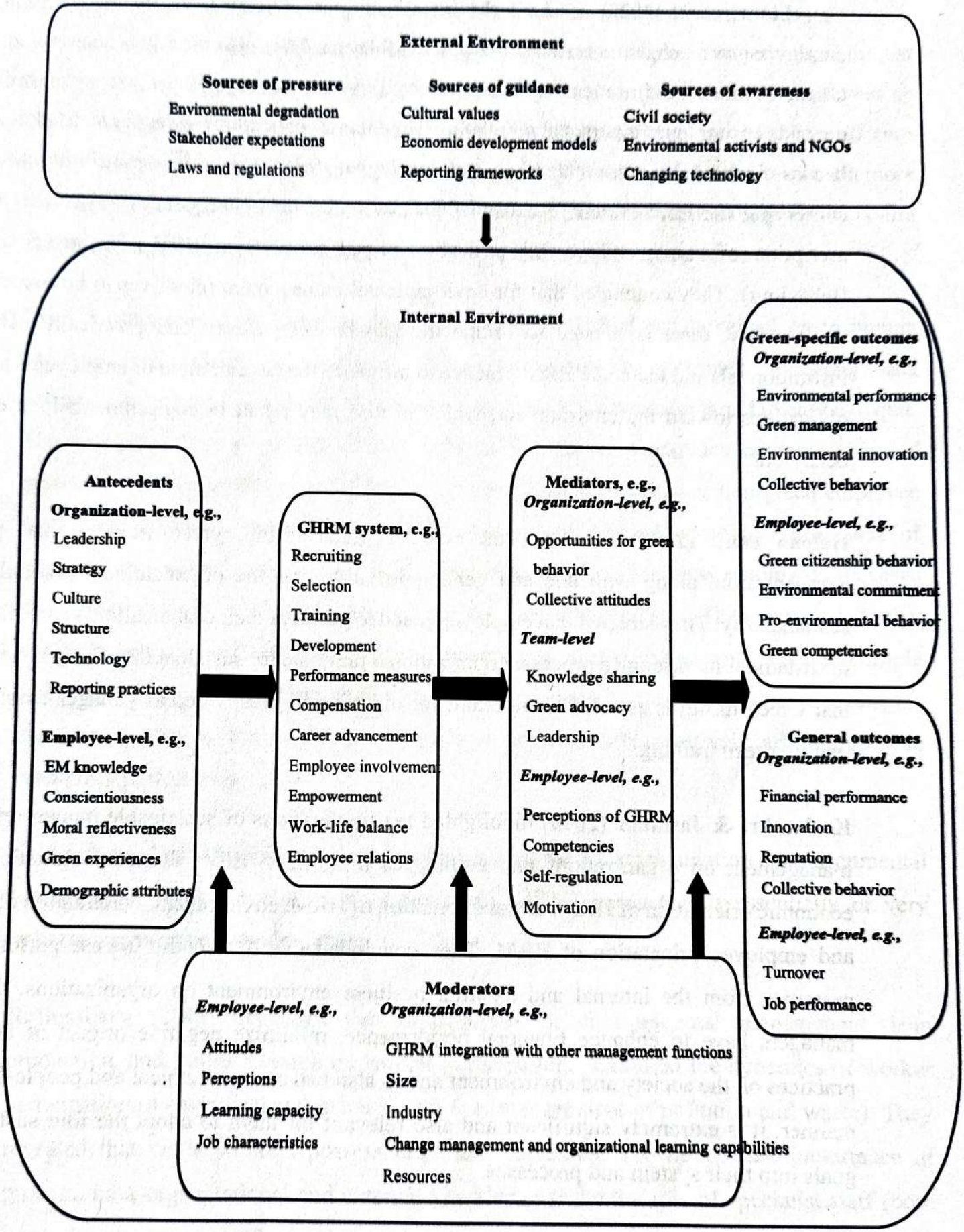


Fig I : Conceptual model of the study

Beyond the foundational question about the conceptualization of green human resource management a considerable number of studies have been attempted in the past to determine the antecedents, contingencies and consequences of GHRM. Fig II summarizes the predominant conceptual framework of green human resource management. Two levels of analysis are most predominant in empirical studies of GHRM: employee level phenomena and organization level phenomena. A complete understanding of GHRM requires a multi-level approach including organizational phenomena at several levels of management.

Fig. II: An organizing framework for green human resource management research



2. Literature Review

Fawehinmi et.al. (2020) assessed the impact of green human resource management on employee green behaviour on academicians in Malaysia. They observed that success of all the efforts towards environment conservation by government regulations and organizations depends on employee's personal moral norms and their sensitization towards green behaviour. It was further observed that when the employees form a moral responsibility toward conserving the environment because of the awareness of consequences as well as their ascription of responsibility, they will be obliged to perform EGB (Employee Green Behaviour). They concluded that for environmental management initiatives to be successful in a society, there is a need to bridge the gap between theory and practicality. Hence institutions should inculcate HRM practice to influence the development of employees' moral obligations toward the environment, which in turn may result in environmentally friendly behaviour.

Helena et.al. (2020) examined the role of green hiring, green training, and green compensation, along with age and gender, in sustaining the organizational rationale for sustainability. They stressed that employees need to perceive their organization's commitment to sustainability through a process: organizational rationale for sustainability. They concluded that Green hiring is especially important for older employees, whereas younger employees require green training.

Kudambri & Jatinder (2019) highlighted the implications of sustainable human resource management on organizations and employees in them. S-HRM literature classified into economic orientation of HRM, social orientation of HRM, environmental orientation of HRM and employee orientation of HRM. They concluded that due to the intense performance pressures from the internal and external business environment on organizations, the HR managers have to enhance financial performance, minimize negative impact of business practices on the society and environment and to also behave in an ethical and people-friendly manner, it is extremely significant and also relevant for them to adopt the four sustainable goals into their system and processes.

Muster V. & Schrader U. (2011) devised a model to propose the green work-life balance concept as a new perspective for Green HRM. They considered whole human being with their private life and consumer behaviour including behaviour at workplace towards green human resource management. They suggested that greening and encouragement of employees as human beings can only be successful if environmental aspects are considered in all core business processes. Internally, green washing – green talk without substance – is even more probable to fail than externally. It was concluded that establishment of a green work-life balance is an ambitious task which goes far beyond pure HRM activities.

Shen J., Dumont J. & Deng X. (2016) Explored the effects of perceived green human resource management on employee non-green workplace outcomes, including task performance, organizational citizenship behaviour towards organizations and intention to quit. They observed that perceived GHRM influence employee workplace outcomes beyond outcomes directly related to green practices. These practices influence non-green employee workplace outcomes through the motivational, social and psychological processes of organizational identification, with the relationships contingent on how employees perceive their interests are addressed by and within the organization. They concluded that implementing green HRM would help businesses to create shared values with multiple stakeholders. They suggested that while pursuing green goals, organizational managers should also address the needs and interests of employees to positively affect employee workplace performance.

Fayyazia et al. (2015) said that there is a requirement for the amalgamation of environmental management in Human Resource Management (HRM) because it is essentially or very important rather than just desirable.

Rothenberg (2003) discussed the implications for environmental management, lean production, and future research on worker participation. Explored the dynamics of worker participation in environmental management (i.e. management of pollution and waste). They revealed that while workers possess important contextual knowledge, the importance of process, intra-organizational and external knowledge make the role of specialist staff (both internal and external to the environmental function) critically important for environmental

improvements. They concluded that the successful environmental management in an organization needs special efforts of human resource management.

Jabbour and Santos (2008) stated that effective environmental performance results need human resource practices that support the whole execution and preservation of environmental management systems in the organizations.

Jabbour (2011) stated that the organizations which are able to line up HRM practices with objectives of environmental management can be accomplished a desired aim or result in corporate environmental management expedition.

Harvey et al. (2012) investigated the potential for human resource management (HRM) to influence the green performance of airlines. concluded that HRM plays prime role in execution of green practices and indicates the contribution of HRM to the green performance. They explored the nature and purpose of direct green HRM initiatives and airline pilot responses to green human resource management.

Mandip (2012) stated that the Green HRM is the use of human resource management policies to promote the sustainable use of resources within business organizations and more generally, promotes the cause of environmental sustainability. Green HR essentially consists of two major elements namely environment-friendly HR practices and the preservation of knowledge capital.

Robinson (2008) stated that the purpose of going green is to use products and methods that would not negatively impact the environment through pollution or depleting natural resources. Thus, Green HRM involves environmentally-friendly human resource policies and practices that, on the one hand, will help organizations achieve its monetary goal through environmental branding and on the other hand protect environment from any negative impacts that might cause by the policies & actions by the organizations.

Opatha and Arulrajah (2014) focussed on different aspects of GHRM, such as meaning of green, reasons for greening, meaning of green HRM, importance of green HRM, green human resource requirements, greening of HRM functions and the findings of some green HRM

research studies. Green HRM is the use of policies, practices, and systems in the organization that make green employees for the benefit of the individual, team, society, natural environment, and the organization.

Ehnert, Parsa, Roper, Wagner, & Muller-Camen (2016) observed that the environmental legislation and social pressure compel organizations to adopt policies and practices in the hope of effectively improving the economic, social, and environmental pillars of sustainability by embedding them in their mission and strategy.

De Prins, Beirendonck, De Vos & Segers (2014); Ehnert et al., (2016) stated that despite the recent developments in this field, there is still a need for more empirical studies that explore the interaction between the organization's efforts toward sustainability and green practices. Sustainable HRM forms a subsequent stage in the tradition of HRM thinking They suggested that sustainable HRM is a next, innovative and promising domain for theory building, research and practice in the field of HRM

Ren, Tang, & Jackson, (2018) highlighted an urgent need for refined conceptualization and measurement of GHRM and develops an integrated model of the antecedents, consequences and contingencies related to GHRM concluded that the sustainability at the organizational level requires employees' engagement with environmentally aware policies and initiatives.

Pinzone, Guerci, Lettieri, & Redman (2016) stated that the Green HRM practices contribute to environmental performance by influencing employees' attitudes and behaviors. The Ability-Motivation-Opportunity (AMO) model, the most widely used theoretical framework for green HRM, explains that green behavior might be promoted by increasing green abilities (what employees are able to do), green motivation (what they want to do), and green opportunities (which opportunities they have).

Boudreau & Ramstad, 2005; Daily, Bishop, & Govindarajulu (2009) found that the organizations are increasingly challenged to incorporate sustainability practices into their strategies by requiring commitments and contributions from the entire organization.

Paille & Raineri (2015) stated that the employees are more prone to engage in eco-friendly behavior in the workplace if they perceive that their organization simultaneously has environmental policies and takes concrete actions that indicate their willingness to behave in a green way.

Goh and Balaji (2016) said that in case of organisations, it is evident that green knowledge acts as impetus to improve green scepticism and green purchase intention. Green knowledge influences the customers' behaviour and attitude to purchase green products. It relies heavily on impacting state of knowledge about environmental problems, influence of anthropogenic interference in ecosystem and engagement in solving such issues which impacts their attitude and behaviour to buy green products.

Khurshid & Darzi (2016) stated that the Green training programs can provide tools for individuals and teams to become effective in green activities, but the organization must also put them into practice to ensure that employees have a sustainable perspective in mind, with, for example, all course material made available online, thus reducing paper consumption.

Cheng et al. (2019) referred that the Green behaviour is extended to developing eco-friendly production and regular monitoring of environmental costs which has positive impact on environmental management system and further leads to increase in financial performance.

Boiral & Paillé (2012) observed that the pro-environmental behaviours of employees, which are termed Organisational Citizenship Behaviour towards Environment (OCBE), are individual voluntary actions that lead to effective environment performance in an organisation.

Yu et al., (2017); Yu and Ramanathan, (2015); Chen and Chang, (2013) said that the increased pressure from stakeholders to implement environmental management initiatives has become rule of business for firms across industry and geography to engage in green process and product development.

El-Kassar and Singh (2019); Singh et al. (2019) stated that the rapid increase in pollution from industrial practices, accompanied by a decline in natural resources, has driven

governments, governmental associations, environmental agencies, stakeholders, competitors, customers, employees, and society as a whole to push firms and corporations to adopt green practices on a larger scale, where implementing such practices will lead to operational development, economic gain, and improvement of organisations' environmental performance and competitive advantage.

2.1 Research Gap

Concepts like "Going Green" and "Sustainability" are recurrently being used in the modern corporate world, demanding every company to follow the best 'eco- friendly' and 'resource-efficient' benchmark practices. Moreover, the values, beliefs, attitude and behaviour of human resources towards achievement of the sustainable development goals of their organisation remain a serious concern.

Even though GHRM research has gained considerable attention in recent times, much of the previous work in this field (Lee, 2009; Lin & Ho, 2011) relates to awareness, adoption (Yong & Mohd. Yusoff, 2016) and implementation (Chan et al., 2014) of green human resource management practices in organisations (Guerci & Carollo, 2016, Dagiliūtė et al., 2018). Moreover, the concept shows lack of studies towards the social sustainability dimension of organizations. *This study, therefore, is necessary to explore the conceptual relationship between GHRM practices and social sustainability of organizations.*

By "Social Sustainability" we mean a societal goal that broadly aims for humans to safely co-exist on planet Earth over a long time. Specific definitions of sustainability are difficult to agree on and therefore vary in the literature and over time. Sustainability is commonly described along the lines of three dimensions: environmental, economic and social. Many publications state that the environmental dimension should be regarded as the most important one. Accordingly, in everyday usage of the term, sustainability is often focused on the environmental aspects. The most dominant environmental issues since last three decades approximately have been climate change, loss of biodiversity, loss of ecosystem services, land degradation and air and water pollution. Humanity is now exceeding several "planetary boundaries".

2.2 Significance of the Study

Researches have shown a significant association between adoption of environmental management practices and its impact of firm's performance; however little of this research, particularly in the telecom industries context has examined the impact of green human resource management on organizational performance as well as the extent to which GHRM practices implemented in the industry. The present study will be aimed to evaluate the initiatives and strategies being implemented as well as adopted by telecom service providers in India towards green human resource management. How these initiatives have helped these organizations to improve their performance over a period of time? What is the perception and attitude of employees working in these organizations towards green human resource management practices?

2.3 Need for The Study

Due to increasing global warming, loss of biodiversity, loss of ecosystem services and other environmental degradations, both developing as well as developed countries across the globe have become more concerned towards environmental issues and sustainable development. Hence necessitating an increased organizational focus on their environmental impact, in order to achieve this evolution through transformation, many organisations seek to develop and deploy a formal Environmental Management System (EMS).

3. Research Issues

1. How employee's green behaviour at workplace and green human resource management practices for social sustainability are followed.
2. What Initiatives taken by the firms in telecom sector towards green employee acquisition, green employee training programs i.e., frequency of environment awareness workshops and seminars, green employee rewards in terms of flexible work schedules, carpooling practices, facility to work from home, etc.
3. What are the global practices towards implementation of green human resource management in telecom companies of other countries.

4. How GHRM practices are adopted by the employees in terms of *environment protection initiatives* and subsequent implementation?
5. What are the technological, administrative and other policy barriers towards the implementation of GHRM?
6. What are the pro-environmental behaviour and practices towards Green HRM like reuse of discarded papers, segregate and recycle waste, use solar energy, stairs instead of elevators, consume less electricity, avoid excessive printing, use carpooling facility, video conferencing, less travelling, etc.
7. What are the measures taken for the implementation of green human resource management in telecom service providers in India? What is the extent of implementation of GHRM practices in these companies? hat additional improvements can be brought to green human resource management for further inclusion?
8. How technological advancements like migrating from physical files, letters and papers to software applications like ERP, SAP, e-Office, e-files, e-receipts, e-mails, Intranet portals for uploading & downloading of paperless letters, orders, other company communications, etc. have prompted the usage of green HRM practices?
9. What is the role of Green HR practices towards enhancement in employee's performance, organisation's performance and its sustainability as far as the telecom service providers within India are concerned?
10. To what extent government rules and regulations for environment protection and waste management are adhered by telecom service provider organisations in India.
11. What interventions are required towards the effective implementation of green human resource management practices in telecom companies.

3.1 Objectives of Study

1. To analyse the practices towards adoption and implementation of green human resource management practices in telecom service provider organisations in India.
2. To analyse the factors contributing towards the implementation of green human resource management in these organizations.
3. To examine the roles of green hiring, green training, green compensation in sustaining the organization rationale for sustainability.

4. To study employee's green behaviour in terms of their attitude, perception and personal moral norms towards green human resource management practices and environment sustainability.
5. To analyse the influence of green HRM practices on organizational sustainability and performance.

Organisations adopting Green Human Resource Management Practices need to sensitize their employees towards environmental sustainability and foster their pro sustainability behaviour.

3.2 Hypothesis

1. Implementation of Green HRM policies & practices do not influence pro-environmental behaviour and practices among employees.

2. Organizations with well framed policies and infrastructural support towards Green HRM are not able to create sensitization towards environmental sustainability.

3. Green HRM practices have no impact on employee motivation and engagement by creating a sense of purpose and aligning individual values with environmental goals

4. Increased knowledge and awareness through effective training programs of GHRM do not influence employee behaviour and adoption of environmentally friendly practices.

5. Employees who recognize their role in protecting the environment are not interested to adopt sustainable practices and contribute towards environmental protection initiatives

6. Implementation of environmentally sustainable practices don't reduce resource consumption, waste generation and operational costs.

3.3 Proposed Methodology

A. Research Design

The research design chosen for the study will be descriptive as well as exploratory in nature. Using a pilot survey at first, the study will explore different aspects of Green Human Resource Management and will come to a conclusion. Data will be collected through self-administered surveys, through questionnaire from employees and top/middle management executives of telecom companies namely: BSNL, Airtel, Reliance Jio and Vodafone Idea. Respondents will

be selected using stratified random sampling from different levels of management to cover the entire population. The minimum sample size for this study will be determined using the sampling size table of Krejcie and Morgan (1970), which indicated a minimum sample size of 375 and 373, respectively. However, to be more specific, the following criteria has been chosen on the basis of number of employees in telecom companies for the present study:

- 40 executives (respondents) from top/middle management of BSNL, a Central Govt. telecom organisation under the Ministry of Communications, Department of Telecom.
- 30 executives (respondents) 10 from each of other three private sector telecom companies in India, viz. Airtel, Reliance Jio and Vodafone Idea.
- 120 employees (respondents) from BSNL
- 180 employees (respondents) 60 from each of three private sector telecom companies in India, viz. Airtel, Reliance Jio and Vodafone Idea.

Accordingly, the total responses expected to be achieved for the mentioned study shall be 350±5%.

B. Data Collection

The information for this study will be obtained from both secondary as well as first hand resources. Primary data will be collected with the help of structured questionnaires. The employees of these telecom companies will be interviewed to discover and analyse green human resource practices towards environmental protection & sustainability. The interview will be conducted with employees at different levels of management positions. The questionnaire will be divided into three sections. Section A will collect information based on the socio-economic profile of respondents. Section B will be designed to assess the perception towards GHRM and the last section, i.e. Section C will collect information regarding various initiatives taken by these organizations towards GHRM and their impact on its performance. Secondary data will be collected from published annual reports of telecommunication companies, government policy documents, magazines, journals and periodicals, research papers, newsletters etc.

C. Data Analysis

Data collected will be coded and analysed in SPSS 21.0 version by using statistical tools such as tables, graphs, percentages, averages, mean, standard deviation, Annova test, correlation, regression, T test, F test etc. as per the requirements of the study.

3.4 Problem Statement

Wherever we see and experience across the globe, it is strongly felt and observed that we are very rapidly moving towards global industrialization through technological advancements that is not only increasing the business outcomes, technology involvements and other business activities but also the human comfort and convenience along with the standard of living. However, on the other side, it is also increasing the ecological hazards that are resulting in ecological threats to human beings through the most dominant environmental issues like climate change, loss of biodiversity, loss of ecosystem services, land degradation and air and water pollution. Nothing much had been done on these aspects to protect our environment, our Mother Earth and its natural resources which seems to have been taken casually to a large extent due to lack of awareness in business organisations in general and also the absence of responsibility and accountability towards environmental sustainability.

But over a period of time, many organisations have started building their own eco-friendly processes for awareness of green resources available in natural form and their protection at the same time and that is what Green Human Resource Management is all about. Therefore, the new strategic problem, corporate ecology or green management appeared in the 1990s and became an accepted slogan globally in the 2000s (Lee, 2009). Green management is defined as the method whereby organizations manage the environment by developing environmental management strategies (Lee, 2009). Green ideas and concepts are beginning to gather pace within the HR space and are expected to deliver tangible benefits to the businesses rather than simply adding a gloss to their brand and reputation. The current environmental instability has arisen a strong need to analyse and implement the eco-friendly products and services for the sustainable growth of the corporate world. The same applies to the Telecom Service Provider organisations in India, both government and private.

Accordingly, the researcher decided to undertake this study for the purpose of evaluating the initiatives and strategies being adopted as well as implemented by both

Government and Private Telecom Service Provider companies (viz. Bharat Sanchar Nigam Limited, A Govt. of India Enterprise – BSNL, Bharti Airtel Limited- Airtel, VI Vodafone-Idea Limited - VI and Reliance Jio Limited – Jio) in India towards Green Human Resource Management. How have these initiatives helped these organizations to improve their performance over a period of time? What is the perception and attitude of employees working in these organizations towards green human resource management practices, etc.

3.5 Scope of Research

Going green has four major implications in relation to human resource management: taking care of the environment, protecting the natural environment and its resources, minimizing pollution and contamination and creating natural looking places. Going green is essential to slow down the climatic changes, prevent natural disasters, encourage biodiversity and to preserve ecosystem.

3.6 Expected Outcomes of Research

The current study is chosen with the expectation that it will help policymakers in identifying, analysing and choosing the appropriate and specific strategies to address the concerns of the environment through organizational behaviour of employees. The study will be conducted amongst the employees of Indian telecom service provider companies, viz. BSNL, Airtel, Reliance Jio and Vodafone-Idea only. The perception and attitude of employees working in other industries like information technology, automobiles etc. may vary as per the nature of their job. Hence the study cannot be generalized for every company. The study may help the related telecom sector companies & applied companies, especially the telecom service providers in India, to incorporate specific initiatives and identify necessary changes that are required to inculcate environment sensitive behaviour amongst their employees for protection and preservation of the natural resources for environmental sustainability.

Thesis Outline

Chapter 1: Introduction

The chapter describes the relevance of green human resource management and various practices that can be adopted by organizations. The chapter showcases various models, practices and policies adopted towards the implementation of GHRM practices and its impact on the performance of organizations.

Chapter 2: Literature Review

The chapter focuses on literature review with in depth elaboration of the concept on green human resource management practices. The objective wise literature has been reviewed. The chapter focuses on different aspects of green practices, viz. policies, practices, performance norms, employee behaviour and its impact on organizational performance towards dissemination of information and overall profit.

Chapter 3: Materials and Methods

The chapter outlines the research methodology for the entire research work, with research issues, objectives of the study, scope of the study with sample selection, data collection methods, statistical methods used towards the analysis and interpretation of the data. The chapter also focuses on the operationalization of the research work with selected research design for the proposed study.

Chapter 4: Results and Discussions

The chapter provides the information of research work gathered after data collection with the help of tables, graphs and appropriate statistical tools viz. mean, mode, standard deviation, correlation, regression analysis, t- test, f - test etc. It discusses the results of the study on the basis of research issues, objectives and proposed hypotheses of the study. the exploratory work on green human resource management is based on study carried among employees of the telecom industry in corporate offices of companies like : BSNL, Airtel, Idea- Vodafone and Jio.

Chapter 5: Summary and Conclusion

The chapter focuses upon what efforts are being made by the companies in the telecom sector towards successful implementation of green human resource management practices at the workplace, what more efforts are required to be made towards the fulfilment of purpose as well as what research can be carried out in the time to come in this field.

Chapter 6 : References

The chapter will include all the sources, bibliography and website resources being used in the study.

References

1. Ahmad, S., (2015). Green human resource management: policies and practices. *Cogent Business & Management*, 2, 1030817, available on: https://www.tandfonline.com/doi/full/10.1080/23311975.2015.1030817

2. Arulrajah, A. A., Opatha, H. H. D. N. P., Nawaratne, N. N. J., (2015). Green human resource management practices: a review. *Sri Lankan Journal of Human Resource Management*, 15, 1–16, available on: https://sljhrm.sljol.info/articles/abstract/10.4038/sljhrm.v5i1.5624/

3. Boiral, O., Paillé, P. 2012. Organizational Citizenship Behaviour for the Environment: Measurement and Validation. *J. Bus. Ethics*. 109, 431-445.

4. Boudreau, J. W., & Ramstad, P. M. (2005). Talentship, talent segmentation, and sustainability: A new HR decision science paradigm for a new strategy definition. *Human Resource Management, 44*(2), 129–136.

5. Cheng, H., Hu, X., Zhou, R., 2019. How firms select environmental behaviours in China: the framework of environmental motivations and performance. *J. Clean. Prod.* 208, 132e141. https://doi.org/10.1016/j.jclepro.2018.09.096.

6. Clair, J.A., Milliman, J. and Whelan, K.S. (1996). Toward an environmentally sensitive Eco philosophy for business management. *Industrial and Environmental Crisis Quarterly*, Vol. 9 No. 3, pp. 289-326.

7. Daily, B.F. and Huang, S.-c. (2001). Achieving sustainability through attention to human resource factors in environmental management. *International Journal of Operations and Production Management*, Vol. 21 No. 12, pp. 1539-1552.

8. Daily, B. F., Bishop, J. W., & Govindarajulu, N. (2009). A conceptual model for organizational citizenship behavior directed toward the environment. *Business & Society, 48*(2), 243–256.

9. Del Bri´o, J., Ferna´ndez, E., & Junquera, B. (2007). Management and employee involvement in achieving an environmental action based competitive advantage: An empirical study. *International Journal of Human Resource Management*, 18(4), 491–522.

10. De Prins, P., Van Beirendonck, L., De Vos, A., & Segers, J. (2014). Sustainable HRM: Bridging theory and practice through the 'Respect Openness Continuity (ROC)'-model. *Management Revue*, 25 (4), 263-284, available on: https://doi.org/10.1688/mrev-2014-04-Prins

11. Ehnert, I., Parsa, S., Roper, I., Wagner, M., Muller-Camen, M., 2016. Reporting on sustainability and HRM: a comparative study of sustainability reporting practices by the world's largest companies. *The International Journal of Human Resource Management*. 27, 88-108.

12. Fayyazia, M., Shahbazmoradib, S., Afsharc, Z., & Shahbazmoradic, M.R. (2015). Investigating the barriers of the green human resource management implementation in oil industry, *Management Science Letters*, 5, 101–108.

13. Goh, S.K., Balaji, M.S., 2016. Linking green skepticism to green purchase behavior. *J. Clean. Prod.* 131, 629e638. https://doi.org/10.1016/j.jclepro.2016.04.122

14. Gast, J., Gundolf, K., & Cesinger, B. (2017). Doing business in a green way: A systematic review of the ecological sustainability entrepreneurship literature and future research directions. *Journal of Cleaner Production*, 147, 44-56, available on: https://doi.org/10.1016/j.jclepro.2017.01.065

15. Halena et.al. (2020). Going green and sustainable: The influence of green HR practices on the organizational rationale for sustainability. *Journal of Business Research.* 112, 413-421. available on: https://doi.org/10.1016/j.jbusres.2019.11.036

16. Harvey, G., Williams, K., & Probert, J. (2012). Greening the airline pilot: HRM and the green performance of airlines in the UK. *The International Journal of Human Resource Management*, 23, 1-15.

17. Iqbal, Q. (2018). The era of environmental sustainability: Ensuring that sustainability stands on human resource management. *Global Business Review*,19 (3), 1-15, available on: https://doi.org/10.1177/0972150918778967

18. Jie S., Jenny D. & Xin D. (2016). Employees' Perceptions of Green HRM and Non-Green Employee Work Outcomes: The Social Identity and Stakeholder Perspectives. *Group & Organization Management*. 1-29, available on : http://sagepub.com/journalsPermissions.nav DOI: 10.1177/1059601116664610

19. Jabbour, C.J.C. (2011), How green are HRM practices, organizational culture, learning and teamwork? *A Brazilian study, Industrial and Commercial Training*, Vol. 43, No. 2, pp. 98 -105.

20. Jabbour, C.J.C. Santos, F.C.A. and Nagano, M.S. (2010). Contribution of HRM throughout the stages of environmental management: methodological triangulation applied to companies in Brazil, The *International Journal of Human Resource Management,* Vol. 21, No.7, pp. 1049-1089.

21. Jabbour, C. J. C., & Santos, F. C. A. (2008b). The central role of human resource management in the search for sustainable organisations. *The International Journal of Human Resource Management*, 19 (12), 2133-2154, available on: https://doi.org/10.1080/09585190802479389

22. Jabbour, C. J. C., Jabbour, A. B. L. de S., 2016. Green human resource management and green supply chain management: linking two emerging agendas. *Journal of Cleaner Production*, 112, 1824-1833. available on: https://www.sciencedirect.com/science/article/abs/pii/S0959652615000566?via%3Dihub

23. Jackson, S. E., Renwick, D. W., Jabbour, C. J.C., & Muller-Camen, M. (2011). State-of-the-art and future directions for green human resource management: Introduction to the special issue. German *Journal of Human Resource Management*, 25 (2), 99-116, available on: https://doi.org/10.1177/239700221102500203

24. Khurshid, R., & Darzi, M. A. (2016). Go green with green human resource management practices. *International Journal of Research in Commerce & Management,* 7(1), 19–21.

25. Kim, Y. J., Kim, W. G., Choi, H. M., & Phetvaroon, K. (2019). The effect of green human resource management on hotel employees' eco-friendly behaviour and environmental performance. *International Journal of Hospitality Management*, 76 (A), 83-93, available on https://doi.org/10.1016/j.ijhm.2018.04.007

26. Krejcie, R. V., & Morgan, D. W. (1970). Determining sample size for research activities Robert. *Educational and Psychological Measurement*, 30(1), 607–610. https://doi.org/10.1177/001316447003000308

27. Lober, D. J. (1996). Evaluating the environmental performance of corporations. *Journal of Managerial Issues*, 8(2), 184–205.

28. Mandip, G. (2012). Green hrm: People management commitment to environmental sustainability. *Research Journal of Recent Sciences*, 1, 244-252.

29. Masri, H. A., & Jaaron, A. A. (2017). Assessing green human resources management practices in Palestinian manufacturing context: An empirical study. *Journal of Cleaner Production*, 143, 474-489, available on : https://doi.org/10.1016/j.jclepro.2016.12.087

30. Mehta, K., & Chugan, P. K. (2015). Green HRM in pursuit of environmentally sustainable business. Pursuit of Environmentally Sustainable Business (June 1, 2015). *Universal Journal of Industrial and Business Management*, 3 (3), 74-81. available on: https://doi.org/10.13189/ujibm.2015.030302

31. Mustapha, M. A., Manan, Z. A., & Alwi, S. R. W. (2017). Sustainable Green Management System (SGMS) – An integrated approach towards organisational sustainability. *Journal of Cleaner Production*, 146, 158-172, https://doi.org/10.1016/j.jclepro.2016.06.033

32. Muster V. & Schrader U. (2012). Green Work-Life Balance: A New Perspective for Green HRM. *German Journal of Research in Human Resource Management*, Vol. 25(2), 140-156. Available on : www.Hampp-Verlag.de DOI 10.1688/1862-0000_ZfP_2011_02_Muster

33. Nejati, M., Rabiei, S., & Jabbour, C. J. C. (2017). Envisioning the invisible: Understanding the synergy between green human resource management and green supply chain management in manufacturing firms in Iran in light of the moderating effect of employees' resistance to change. *Journal of Cleaner Production, 168, 163-172*, available on: https://doi.org/10.1016/j.jclepro.2017.08.213

34. O'Donohue, W., & Torugsa, N. (2016). The moderating effect of 'Green' HRM on the association between proactive environmental management and financial performance in small firms. The *International Journal of Human Resource Management*, 27 (2), 239-261, available on: https://doi.org/10.1080/09585192.2015.1063078

35. Olawole F. *et.al.* (2020). Exploring the Interplay of Green Human Resource Management, Employee Green Behavior, and Personal Moral Norms. *SAGE Open*, 1-18, Available on : http://journals.sagepub.com/home/sgo DOI.org/10.1177/21582440209822.

36. Opatha, H. H. D. N. P. and Anton Arulrajah, A. (2014), Green Human Resource Management: A Simplified General Reflections, *International Business Research*, Vol. 7, No. 8, pp. 101-112. Available on https://doi.org/10.5539/ibr.v7n8p101

37. Paillé, P. Chen, Y., Boiral, O. & Jin, J., 2014. The impact of human resource management on environmental performance: An employee-level study. *Journal of Business Ethics*, 121(3), pp. 451–466.

38. Paille, P., & Raineri, P. (2015). Linking perceived corporate environmental policies and employees eco-initiatives: The influence of perceived organizational support and psychological contract breach. *Journal of Business Research, 68*(11), 2404–2411.

39. Pham, N. T., Thanh, T. V., Tučková, Z., & Thuy, V. T. N. (2019a). The role of green human resource management in driving hotel's environmental performance: Interaction and mediation analysis. *International Journal of Hospitality Management,* 102392, available on : https://doi.org/10.1016/j.ijhm.2019.102392

40. Pinzone, M., Guerci, M., Lettieri, E., & Redman, T. (2016). Progressing in the change journey towards sustainability in healthcare: The role of 'green' HRM. *Journal of Cleaner Production, 122*, 201–211.

41. Prasad, R. S., 2013. Green HRM- partner in sustainable competitive growth. *Journal of Management Sciences and Technology*, 1, 15-18, available on : https://doi.org/10.25255/jss.2019.8.4.630.640

42. Raosoft.com. (2019). Sample size calculator. http://www.raosoft.com/samplesize.html ; accessed on dated March 25,2023

43. R.K. Kadumbri & J. Jatinder (2019). Sustainable Human Resource Management: A Literature-based Introduction. *NHRD Network Journal*. Vol. 12(3) 241–252. Available on : http://in.sagepub.com/journals-permissions-india DOI: 10.1177/2631454119873495

44. Ren, S., Tang, G., & Jackson, S. E. (2018). Green human resource management research in emergence: A review and future directions. *Asia Pacific Journal of Management, 35*(3), 769–803.

45. Renwick, D. W., Redman, T., & Maguire, S. (2013). Green human resource management: A review and research agenda. *International Journal of Management*

Reviews, 15 (1), 1-14, Available on : https://doi.org/10.1111/j.1468-2370.2011.00328

46. Robinson, F. (2008). Going green: what does it really mean? [online] Available at: http://ezinearticles.com/?Going-green!-What-does-it-really-mean?&kd=2267926.

47. Rothenberg, S. (2003). Knowledge content and worker participation in environmental management at a NUMMI. *Journal of Management Studies*, 40, 1783-1802.

48. Singh, S.K., El-Kassar, A.N., 2019. Role of big data analytics in developing sustainable capabilities. *J. Clean. Prod.* 213, 1264–1273.

49. Tang, G., Chen, Y., Jiang, Y., Paillé, P., & Jia, J. (2018). Green human resource management practices: Scale development and validity. *Asia Pacific Journal of Human Resources*, 56 (1), 31-55, available on : https://doi.org/10.1111/1744-7941.12147

50. Yong, Y.C.; Yusliza, M.-Y.; Fawehinmi, O.O. (2019) Green human resource management: A systematic literature review from 2007 to 2019. *Benchmarking Int. J.* 2019, 27, 20052027.

51. Yu, W., Ramanathan, R., Nath, P., 2017. Environmental pressures and performance: an analysis of the roles of environmental innovation strategy and marketing capability. Technol. Forecast. *Social Change* 117, 160–169.

52. Zoogah, D. B., (2011). The dynamics of green HRM behaviors : a cognitive social information processing approach. *Zeitschrift für Personalforschung*, 25, 117–139, available on https://journals.sagepub.com/doi/10.1177/239700221102500204

CERTIFICATE
(SYNOPSIS APPROVAL CERTIFICATE)

This is to certify that the Synopsis for Ph.D. Thesis titled, "**Green Human Resource Management – An Emerging Perspective among Telecom Service Provider Companies In India**" submitted by **Mr. Vipin Kumar Maurya (H14034)** to **Career Point University, Hamirpur (H.P.),** India in partial fulfilment of the requirements for the degree of **DOCTOR OF PHILOSOPHY in MANAGEMENT** in the **Department of Commerce & Management Studies, School of Management Studies & Liberal Arts** has been approved by the Research Advisory Committee (RAC) after an Oral Examination of the student on dated **27/5/2023**.

Prof. Sanjay Thakur
(Supervisor/Convener RAC)

Research Advisory Committee

Dr. Karan Thakur
Assistant Professor
School of Management Studies
& Liberal Arts

Dr. Sushil Chauhan
Assistant Professor
School of Management Studies
& Liberal Arts

Dr. Arti Jamwal
Assistant Professor
Department of Life Sciences

(Head)
Department of Commerce and Management Studies

(Dean/Assoc Dean R & D)